
Measuring Employee Satisfaction in Standard Insurance Limited



Prepared By

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ON

“Measuring Employee Satisfaction in Standard Insurance Limited”

Prepared by

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ID no: 13364064

Internship Session: Fall 2015

BRAC Business School, BRAC University

Internship Supervisor

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PREFACE

There are different directions in the theoretical and practical knowledge. Theory differs in a great manner through its operation and implementation. There is no doubt that, to justify the theoretical knowledge practical orientation has great importance. An Internship program brings the students closer to the practical world. This realization of the universities has introduced the system & provision of Internship program for the students of MBA for better understanding and realization with the practical job environment.

As a student of MBA program, it was my great pleasure to be in touch with the organization like **Standard Insurance Limited**, which is undoubtedly the most efficient and one of the best performing insurance in our country. The internship program has given me immense opportunity to minimize the gap between theoretical and practical knowledge.

My report is based on “**Measuring Employee Satisfaction in Standard Insurance Limited**”, I have tried my best to make this report effective and realistic and my Endeavour will be fruitful at that time if anybody is benefited from this one.

Letter of Transmittal

7 December, 2015

Md. Hasan Maksud Chowdhury
Assistant Professor,
BRAC Business School,
BRAC University,
66 Mohakhali, Dhaka.

Subject: Prayer for accepting the internship report on the topic of “Measuring Employee Satisfaction in Standard Insurance Limited”.

Dear Sir,

With due respect, I am Mahadi Azad Litu bearing ID no. 13364064, a student of BRAC Business School, MBA Program. I would like to submit my internship report on **“Measuring Employee Satisfaction in Standard Insurance Limited”**.

It has been great experience for me to do my internship at Standard Insurance Limited; Head Office from September 2015 to November 2015. At that time, I have closely observed and studied different practical aspects of the insurance environment at Standard Insurance Limited.

I believe this genuine and honest analysis will help you to have a positive viewpoint upon me. I will be pleased to deliver you with added explanations or clarifications that you may feel necessary in this regard. I shall be thankful if you kindly approve this effort.

Sincerely yours,

Mahadi Azad Litu

MBA

ID No: 13364064

BRAC Business School

BRAC University

Acknowledgement

At the very beginning, I would like to express my deepest gratitude to the Almighty Allah for giving me the ability and the strength to finish the task successfully within the scheduled time. I would like to express my heartiest gratitude to my supervisor ***Md. Hasan Maksud Chowdhury***, Assistant Professor, BRAC Business School, BRAC University, for his valuable guidance, support, co-operation, encouragement and advice through the preparation of the report.

My heartiest gratitude goes to my on-site supervisor, Mr. Md. Golam Yeasani, Senior Manager, Standard Insurance Limited; Head Office, for his willful and heartiest co-operation and giving me the inspiration and suggestion to complete the whole report in a constructive fashion.

Finally, I would like to express my foremost gratitude to all the officers and staff of Standard Insurance Limited; Head Office, for supporting me and giving me pleasurable working experience and for providing me with most relevant information on the basis of which I have prepared the report.

EXECUTIVE SUMMARY

It is very interesting to observe how organizations are involved to shape themselves for a new arena. We are entering into a new dynamic millennium of 21st century. Especially we know insurance companies are directly in action to up-grade the economic position of countries every time. I conducted and experienced the project from that point of view. No doubt human resource plays a grater to the development of business as well as the economy. In this regard I took **“Measuring Employee Satisfaction in Standard Insurance Limited”** as my topic, I analyzed this topic for having an inside look of the organization operational system of Standard Insurance Limited. Financial institutions serve a wide variety of customers individually and conduct business with a variety of financial needs.

It is an exploratory research which gives an overall idea about the company, in addition this research will find out what the different types of HR activities, and employee satisfaction level about those HR policy.

Standard Insurance is running its business successfully in Bangladesh since 1999 till now. It is possible only because of its better service. After doing a research, I have found that HR policy Standard Insurance need to modified for the development of employee. The employee satisfaction level is not satisfactory at all level.

1.0 Company History:

The company was incorporated as a public limited company on 3rd November 1999 under the Companies Act 1994 and obtained registration from the Controller of Insurance on 23-12-1999 under Insurance Act 1938. The authorized capital of the company is Tk. 1000 million consisting of 100,000,000 ordinary shares of Tk. 10 each. The sponsor /subscribers have already contributed to the paid up capital of Tk. 29.57 million.

Standard Insurance has successfully completed its fifteen years of business operation and stepped into the Sixteen year, but already it is regarded as one of the successful general insurance company in Bangladesh. During this short period, the company has earned a respectable position in the market and has gained firm confidence in the mind of its clients. The success is primarily attributed to prompt and bold decision making, efficient and cordial services, cost containment, effective use of resources and introduction of new diversified products and technologies.

Short Profile of Standard Insurance:

Name of the Company	: Standard Insurance Limited.
Year of Establishment	: Nov 03, 1999
Number of Man Power	: 247
Head office Address	: Civil Engineers Bhaban,69 Mohakhali C/A (5th Level), Dhaka-1212.
Company Secretary	: Mr. Kowsar Munshi
Authorized Capital	: Tk. 1000 million
Number of Branch	: 32

1.1 Vision

Our vision is to lead the non-life insurance industry in our country by way of providing expeditious and courteous services to all our clients; to operate by code of conduct motivated by a value system that promotes integrity, performance and personal growth, and to maintain our leading edge in the industry by striving to boost our financial strength and profitability. We are committed to our slogan “Stands for Service and Security”

1.2 Mission

Our Mission is to provide innovative and cost effective general insurance solutions to our clients and an acceptable return to our shareholders through our dedicated and professional staff.

1.3 Products & Services:

Fire Insurance

- Fire Insurance (including Allied Perils)
- Industrial All Risks (IAR)

Marine Cargo Insurance

- i) Marine Cargo Insurance transit by Steamer or Powered Vessel
- ii) Marine Cargo Insurance transit by Rail/Lorry/Truck
- iii) Marine Cargo Insurance transit by Inland Rail or Road Conveyance
- iv) Marine Cargo Insurance transit by Inland Cargoes (water borne)
- v) Marine Cargo Insurance transit by Air Cargo

Marine Hull Insurance(TLO)

Engineering Insurance

- i) Machinery Insurance (Machinery Breakdown)
- ii) Deterioration of Stock (DOS)
- iii) Boiler and Pressure Vessel (BPV)
- iv) Electronic Equipment Insurance (EEI)
- v) Erection All Risks (EAR)
- vi) Contractor's All Risks (CAR)

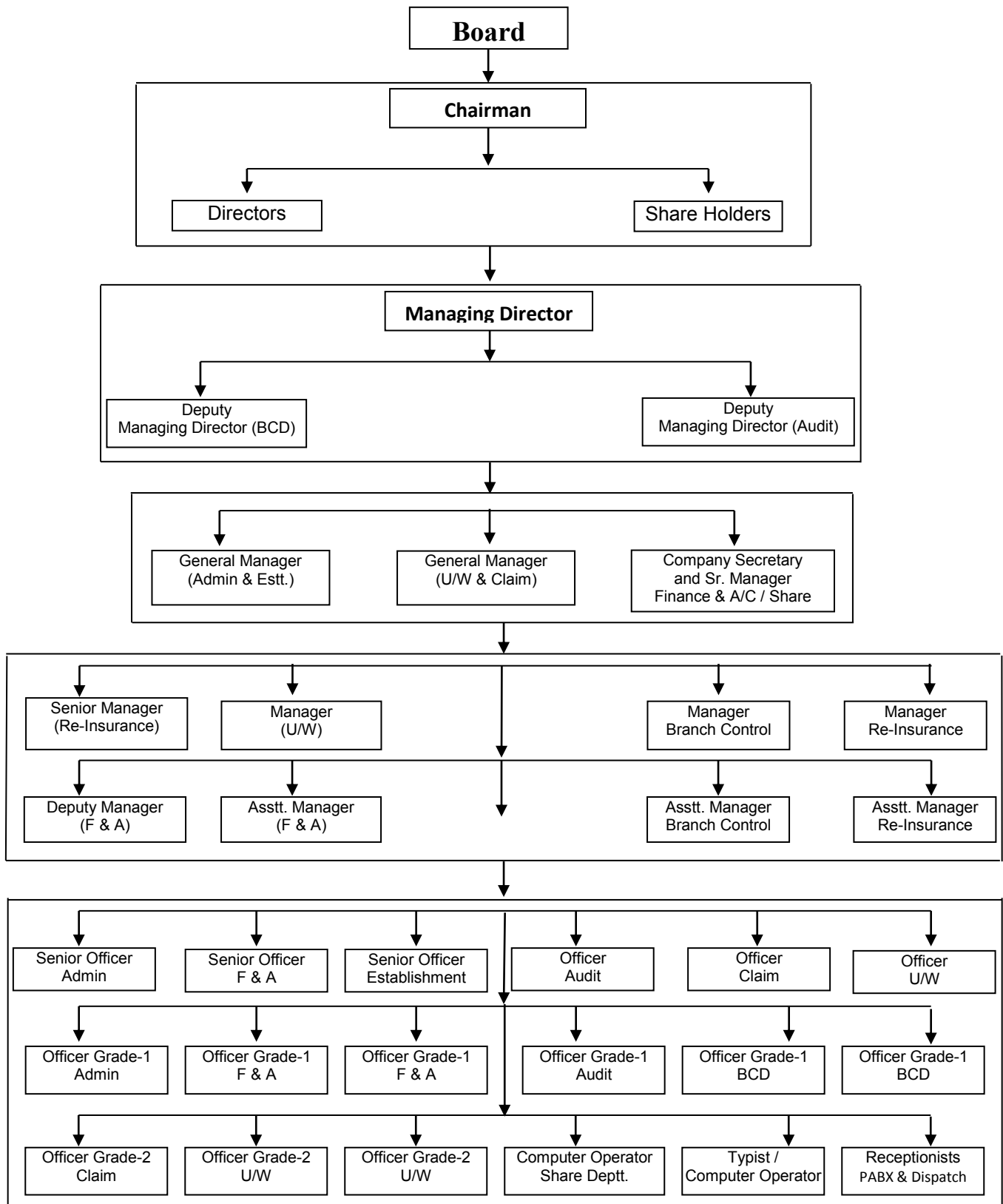
Motor Insurance

- i) Motor Insurances for Commercial Vehicle
- ii) Motor Insurances for Private Vehicle
- iii) Motor Insurances for Motor Cycle/ Scooter

Miscellaneous

- i) Burglary & House Breaking Insurance
- ii) Cash in Safe
- iii) Cash in Transit
- iv) Cash on Counter
- v) Cash in Premises
- vi) People Personal Accident (PPA)
- vii) Workmen's Compensation
- viii) Business Interruption
- ix) Overseas Med claim and Holiday Insurance including Study and Employment

1.4 Company Organogram



1.5 Recruitment policy:

The success of the Standard Insurance Ltd. depends upon the potentiality of the employees for rendering efficient service to the clients. The potentiality of the work force depends upon the proper organizational set-up and also their financial and mental well being. It is the company's policy to reward its staff members adequately based on their performance. Strict obedience to discipline and dedication to work has to be ensured.

- i) The Board of Directors will sanction or create necessary posts, temporary or permanent, after carefully examining the work load or job analysis of the organization . No recruitment will be made without prior sanction of such post.
- ii) All appointments to the Management cadre will be made by the Board on the basis of recommendations made by the Managing Director. Management cadre will mean and include employees from officer to the Managing Director.
- iii) Appointment to other posts will be made by the Managing Director with the prior approval of the Chairman.
- iv) For appointment to the posts of Officer Grade-1 at least Bachelor's degree with second division/class will be necessary. For senior positions of Accounts/Audit Departments Chartered Accountants and for junior positions of Officers, at least Second Class Graduation degree in commerce with experience in auditing firm will be required. However relaxation may be made in case of exceptionally deserving candidates.
- v) For appointment to the Management posts of the Development Division, a good University degree with background of previous experience will be required. In case of candidates with better potential and useful contacts, educational qualification may be relaxed.
- vi) It is the Company policy to encourage appointment of people with sound professional qualifications and background.
- vii) Appointment to all cadres (except Drivers - Cleaners) shall be considered for the persons having computer literacy.
- viii) In all cases of appointments physical and mental fitness will be an absolute necessity.
- ix) No person shall be appointed in the service of the company who has earlier been dismissed removed, or terminated by his last employer for reasons reflecting on his integrity, honesty or morality.
- x) No person who is not a Bangladesh national and less than 18 years of age shall be appointed in the service of the company.

- xi) There shall be viva or wherever necessary, written test for the purpose of selection of persons for appointment.
- xii) Recruitment may be made, if necessary, through newspaper advertisement.

1.6 Selection Procedures:

1.6.1 Reception of application:

- i) Applications for recruitment in all categories of posts may be invited through advertisement in the national daily news papers.
- ii) Candidates have to obtain prescribed application forms and submit the same within a prescribed date along with all necessary enclosures .

1.6.2 Sorting of Applications

- i) The application forms received within the prescribed date shall be entered in a register and a serial number assigned to each application.
- ii) Next the application forms shall be scrutinized individually to verify whether these conform to the prescribed requirements.
- iii) The applications which do not conform to the prescribed requirements shall be separately listed. 'In the 'Remarks' column the lapses are to be noted.
- iv) The applications which conform to the prescribed requirement shall be separately listed. During the scrutiny if any applicant is found to have outstanding qualifications, these, shall be noted in the 'Remarks' column.

1.6.3 Preparation Of Preliminary Selection List

- i) Eligible candidates shall be called to appear for a written test.
- ii) The answer scripts shall be evaluated by the senior level officers. A short list of candidates will be prepared who obtain qualifying marks determined by the Board of Directors.
- iii) A short list of qualified candidates shall be made.

1.6.4. Conducting Interview(Written/Viva)

- i) The short listed candidates as per 6.3-(iii) above shall be called to appear before a selection committee for viva-voce / interview.
- iii) The candidate/candidates selected for appointment shall be listed with the marks obtained both in written and viva examinations mentioned.

1.6.5 Final Selection & Approval

- i) The selection committee shall submit their final list of candidate/candidates for approval to the competent authority.

The competent authority shall return the list of finally selected candidate/candidates after according approval to the Personnel Department for further action.

1.6.6 Appointment & Placement

The Personnel Department after receiving approval by the competent authority shall issue letter of appointment to the finally selected candidate mentioning therein the place/department where to join.

1.6.7 Joining Of Service

An appointee on first joining service shall submit the following:

- i) A joining letter addressed to the Head of the Department/Branch concerned.
- ii) Fitness certificate from the physician as referred by the company.
- iii) Attested copies of certificates of all educational qualifications.
- iv) Nationality certificate.
- v) Passport size photographs-4 copies.
- vi) Declaration of Fidelity and Secrecy (Annexure-1)
- vii) Release order from previous employer, where applicable.

1.7 Probation

A person initially appointed to a post shall remain on probation for a period of 6 months. On satisfactory completion of service on probation he will be confirmed in writing with effect from the date of joining. At the end of the period of probation if his service performance is not considered satisfactory his appointment shall be terminated. The competent authority may, however, appoint an employee having sufficient experience in Insurance business as confirmed employee from the date of joining.

1.8 Transfer

For the purpose of the company's services an employee can be transferred from one location to another location which will be duly complied with by the employee. An employee on transfer from one station to another shall be entitled to joining time actually spent on the journey with a maximum of three days.

1.9 Training

Training is not enough particularly for a company's executives who need social and human relation skills because of the client oriented nature of the job. This client orientation as well as objective decision making pursuance is cultivated through a development process which involves causing of desired change in the individual's perception, attitude, values and expectations. The training shall be divided into three categories

1.9.1 In House On The Job Training

In house on the job training program shall be organized by the company by the instructors chosen from among the senior officer of the company on specific functional aspects and also guest lecturers from relevant discipline and also by rotation of duties in different sectors of the organization.

1.9.2 Local Institutional Training

Employees of the company shall be deputed to training program organized by local training institutes like Bangladesh Insurance Academy, Bangladesh Management Development Centre, Bangladesh Computer Council etc.

1.9.3 Foreign Training

The company may consider sending employees for foreign training in the field of Insurance and allied subjects. Depending on the duration, nature and location of training the authority shall determine training allowance for those employees.

1.10 Promotion

- Promotion cannot be claimed by employees to next higher posts as a matter of right and shall not be allowed as matter of routine. An employee will be considered for promotion to the next higher post on merit-cum-seniority basis having regards to his performance, efficiency, punctuality, regularity, devotion to Company's work and report of his controlling officer as to his general conduct & behavior provided such vacancy of senior position exists.
- Ordinarily, no employee shall be considered eligible for promotion to a vacant post in the next higher category unless he has put in at least three years of confirmed service in the existing category. The company may however, relax incase of deserving candidate before 3 years.

- The appointing authority shall determine the ratio of vacant posts to be filled up by promotion and by direct recruitment. For promotion of the executives of the company to next higher posts the criterion determined by the Board from time to time is to be followed.

1.11 Retirement

- An employee shall normally retire from the service of the company on attaining 60 years of age. However, service of an employee may be extended by the Board of Directors for any period which is considered expedient in the interest of the company's business and physical fitness of the person concerned.
- An employee may be allowed to retire from service at any time after he has completed 25(twenty Five) years of service before attaining 60 years of age by giving notice in writing to the company at least 90 days prior to the date of his intended retirement.
- The company may retire an employee from service who has completed 25 years of service.
- Certificate of service: The competent Authority will issue a certificate of service to every employee, other than probationer / temporary at the time of his leaving the Company's service.

1.12 Resignation

- i) An employee may resign from the service of the company:
 - By giving 30 days notice if he is a permanent employee or temporary basis or on probation.
 - By surrendering the Basic pay of the notice period in lieu of notice.
- ii) No notice of resignation shall be accepted or payment in lieu of the period of notice shall be accepted nor resignation shall be accepted nor shall resignation become effective before settlement of any disciplinary proceeding against the employee concerned, if any.

1.13 Termination

The service of an employee may be terminated by the Board without showing any ground therefore. In cases of termination the following procedure will be followed:

- i) In case of permanent employees notice of termination is to be served 30 days prior to the date of termination.
- ii) In case of employees on temporary service or service on probation notice of termination is to served 7 days prior to the date of termination.
- iii) In lieu of notice period salary for 30 days may be paid on termination.

1.14 Discharge

where in the opinion of the authority the employee is incapable or has ceased to be capable of rendering service by reasons of infirmity of mind or body, the company may discharge him on medical grounds(after confirmation by a Medical Board) and pay him such compensation as provided in law. The Board at its discretion may pay him such ex-gratia payment as it may deem fit.

1.15 Retrenchment

- a) No employee may be retrenched without giving any proper notice in writing to him by the company or paying salary in lieu of notice period as well as the compensation and other benefits for retrenchment as provided understanding order act-1965.
- b) Retrenchment shall take effect on the basis of “Last man in First to go” on category basis and as and when any fresh vacancies occur the retrenched persons shall have lien for appointment on the basis of “ Last man out, First man in” subject to age limit.

1.16 Leave Regulations

The following leave rules shall be applicable to all employees of Standard Insurance Ltd.

1.16.1 Important Issues Relating To Leave

- i) Leave, whatever may be its nature, cannot be claimed as a matter of right. Leave has to be earned by virtue of his service rendered to the company.
- ii) The period spent on deputation or on official tour shall be counted as duty for the purpose of leave.
- iii) No employee shall proceed on leave without prior approval by the competent authority.
- iv) Leave application shall be addressed to the competent authority and it must be submitted through proper channel, clearly stating the (a) nature of leave(b) period of leave(c) purpose of leave prayed for.
- v) The competent authority shall have the right to refuse leave or sanction leave for a shorter period than applied for, revoke leave and recall the employee for duty before the expiry of his leave.
- vi) All employees must resume duties on the expiry of leave initially granted or as subsequently curtailed or extended. Overstay or extension of leave without prior

intimation in writing, may entail punishment including dismissal from service or without pay for the period of unauthorized absence.

- vii) An employee on leave shall not accept any employment or any office of profit elsewhere during the period of leave.
- viii) An employee proceeding on leave for more than seven days, must hand over charge of his duties to another employee as directed by competent authority before proceeding on leave. An employee on leave of any description shall unless otherwise instructed, report in writing on his return to duty to immediate superior of the place wherefrom he proceeded on leave.

1.16.2 Leave Sanctioning Authority

- i) Leave of all Executives in Head office and In-charge of branches shall be approved by the Managing Director.
- ii) Casual Leave of all Officers and Staff of the company shall be approved by the respective In-charges.
- iii) Earned leave cases of all officers & staff in the company shall be approved by the Managing Director.
- iv) The leave of Managing Director shall be dealt with by the Chairman.

1.16.3 Earned Leave

Every employee shall be entitled to earned leave of 30 (thirty) days on full pay in each calendar year, Earned leave shall be credited to the employee's leave account on the first day of each English calendar year i.e. on first January which, can be cashed at any time. No earned leave will be accumulated. An employee can take maximum of one month's earned leave at a time, However, this may be relaxed by the Managing Director in special cases on merit of each case. The Managing Director may also grant advance leave up to 10(ten) days in anticipation that such leave will be earned by the concerned employee. Only the regular and confirmed employees of the company shall be entitled to earned leave.

1.16.4 Casual Leave

- i) Casual leave means a leave of absence for a very short period granted to an employee who may be unable to attend duty during such period due to urgent private affairs.
- ii) Such leave is treated as duty for all purposes.

- iii) An employee will be entitled to enjoy casual leave for maximum of 10 (Ten) days in a calendar year with full pay. Maximum 3(three) days casual leave can be taken at a time.
- iv) Casual leave shall not be cumulative and may only be availed of during the calendar year to which it relates. The unspent period of casual leave not availed of during a calendar year, shall lapse on the 31st December of the year.
- v) Casual leave may be taken in continuation of and in combination with holidays including weekly holidays. In cases where weekly holidays and Govt. holidays intervene two spells of casual leave the entire period (including holidays) shall be reckoned as casual leave.
- vi) Willful extension of casual leave without prior intimation or sufficient reason to justify the same, may be considered as misconduct for the purpose of these regulations.

1.16.5 Medical Leave

An employee will be entitled to Medical leave with full pay for a total period of fourteen days in a calendar year. Every Medical leave availed of by an employee shall, if required by the company, have to be recommended by a medical practitioner acceptable to the company. In the event of prolonged illness competent Authority may sanction further Medical leave as recommended by the competent Medical Authority acceptable to the company for such period as deemed reasonable.

1.16.6 Maternity Leave

The Competent Authority may grant to a female employee maternity leave (Pre-natal & post-natal) which is not debited against the leave account on full pay for a period up to six months at a time. Maternity leave shall not be granted more than twice during the entire period of her service with the company and shall not be granted before the expiry of at least one year complete service.

1.16.7 Consideration for granting leave:

In order to avoid leave rush a policy shall be implemented in a manner which will not adversely affect the operations of the company. While granting leave the competent authority may consider the spare ability of the particular employee, the credit balance of his leave account, quality of performance since last return from leave, recalling from leave and refusal of leave previously applied for in the interest of the company.

1.16.8 Other Important Issues Relating To Leave

- i) Period of leave during training period will be treated as duty.
- ii) Probationers will be entitled to casual leave only.
- iii) In case of recall from leave, the company will reimburse the travelling expenses both ways.
- iv) An employee may be granted leave without pay during the period of suspension. But it will be treated as leave with full pay (subject to adjustment of subsistence allowance) if he is honorably acquitted. However, during the suspension period he will get subsistence allowance to be decided by the Managing Director.
- v) If any employee while on duty sustains injury by an accident and becomes temporarily disable to discharge his normal duty, he can claim extra -ordinary leave with full pay and reimbursement of medical expenses. In case of disability for more than six months, the Managing Director may place the matter to the Board for a decision. The company will maintain a Leave Register for keeping the detailed leave account of each employee.

1.17.0 Service Record & ACR

1.17.1 Service Record

The company shall maintain a record of service for each of its employees which shall include age, qualification, date of joining, Promotion, Punishment etc.

1.17.2 Annual Confidential Report

The performance of an employee shall be evaluated annually by the immediate superior officer in the prescribed format (Annexure-2) to be countersigned by the next superior officer/Departmental Head. Adverse comments shall be communicated to the employee concerned.

1.18 Discipline

- i) Every employee shall continue to remain in service as full time staff of the company and shall not remain absent or leave office without prior permission of the competent authority.
- ii) Every Employee shall serve the company honestly, sincerely, diligently and with utmost dedication. He must sub-ordinate all personal interest to the interest of the company. He shall serve the company to the best of his skill and ability and in all

respect conform to the rules and regulations of the company now in force or shall be in force through executive decisions/ circulars/orders resolutions of the Board.

- iii) Every employee shall maintain strictest secrecy of the affairs of the company and also the affairs of the customers and shall not communicate directly or indirectly to press, public or any other agencies any information or document which will come to his knowledge and possession in the ordinary course of his official duty or assignment unless otherwise directed.
- iv) No employee of the company shall in his or in the name of his spouse:
 - a) Enter in to any speculative transaction of dealings in shares of the company.
 - b) Engage himself in gambling, racing, betting or wagering contracts.
 - c) Engage himself in any kind of business whatsoever.
 - d) Participate in any subversive activities.
 - e) Accept any gift or present from any customer or prospective customer of the company or their relatives.
 - f) Remain absent from duty without obtaining sanction of leave.
 - g) Engage himself in any kind of office of profit and business.
 - h) Act as agent of any insurance company or business firm directly or indirectly.
 - i) Borrow money from any customer or any person having dealing with the company directly or indirectly.
 - j) Participate in any political activity directly or indirectly.
 - k) Issue any guarantee, indemnity, surety bond or any other certificate involving directly or indirectly company's interest in personal or official capacity without prior permission.
 - l) Involve in any affairs/activities in contravention of rules and regulations imposed by Head office or Controller of Insurance in exercise of his authority.
 - m) Make any advance or contribution for political purposes.
 - n) Invest money in the business of company's clients.
 - o) Do any activity which may undermine the prestige or image of the company.
 - p) Engage himself in any activity which causes disaffection among or interferes with discipline of or obstructs the performance, of duties by any other employee.
 - q) Persuades any other employee to be absent from or not perform his duties.
 - r) Prevents any employee from attending to or performing his duties.
 - s) No employee shall encourage meetings to be held in his honour or presentation of address of which the main purpose is to praise him or any entertainment to be held in his honour.
 - t) No employee shall directly or indirectly approach any Director of the company or any other non-official person to intervene on his behalf in promotion and increment.

- u) No employee shall make any representation to the Chairman or members of the Board of Directors or to any other authority directly. Every representation or appeal shall be submitted through proper channel.
- v) Every employee shall faithfully and duly carry out all orders and instructions of the company and obey and observe all regulations applicable to employee and shall be obliged to serve in any part of Bangladesh.
- v) While the company always welcomes constructive suggestions the employees are advised to refrain from making criticisms on policy matters without prior knowledge of the company to improve its performance and profitability.
- vi) Every employee shall abide by leave rules, travelling rules and other orders and rules prescribed by the competent authority and shall not leave place of work/posting without prior permission from the competent authority.
- vii) Every employee shall attend his duties punctually and regularly. If any employee is found late for three consecutive days or five days in month in attending the office, the competent authority shall deduct one days' leave from his leave account. Recurrent late attendance of an employee shall be construed to mean as habitual late attendance and dealt with in accordance with the disciplinary rules of the company.
- viii) If the competent authority is not satisfied with the explanation given by an employee for willful absence from duty, the period of absence may be treated as leave without pay. Every employee shall faithfully and punctually account to the company or to his immediate superior officers for all monies, premium, drafts, securities account books, registers, papers, vouchers, writings, goods, chattels or other property which the employee may have received on behalf of the company or on account of the company.
- ix) Contravention of any of these rules shall be construed as misconduct within the meaning of the company's discipline and an employee found guilty of such contravention shall render himself liable to disciplinary action under the aforesaid rules.
- x) Every employee shall sign the bond/personal guarantee for five years of continuous service in the company and shall adhere to the conditions of the bond/guarantee.
- ix) Any and all decisions/orders/circulars of the company shall be binding on employee either individually or collectively.

1.19 Punishment And Appeal

When an employee, in the opinion of the competent authority:

- a) is inefficient or ceased to be efficient whether by reason of infirmity of mind or body or otherwise and is not likely to recover his efficiency, or
- b) is guilty of misconduct or
- c) is guilty of desertion, or
- d) is guilty of any act of willful omission or commission, or
- e) is engaged or reasonably suspected of being associated with others engaged in subversive activities against the company, its management and the state and whose retention in service is considered prejudicial to the Company's interest, and the Competent Authority may, subject to provisions of the Rules impose on him one or more penalties.

Without prejudice to the generality of the term, the word "Misconduct" shall mean conduct prejudicial to good order of service discipline or contrary to any provision of conduct, rules herein above or unbecoming of an Officer or gentleman and include:

- a) Disobedience to lawful orders of superior officers.
- b) Gross negligence of duty.
- c) Flouting of orders, circulars and directives of the competent Authority.
- d) Theft, fraud or dishonesty in connection with Company's business or property.
- e) Willful damage to or loss of Company's goods or property.
- f) Habitual late attendance and absence without company's prior approval.
- g) Misappropriation and/or defalcation of company's funds under his charge.
- h) Striking work or inciting others to strike work in contravention of the provision of any law or rule having the force of law and.
- i) Submission of petition before any authority containing wild, vexatious, false or frivolous accusation against Chairman, Directors, Managing Director, Director or any officer or employee of the Company.

Without prejudice to the generality of the term, the word "desertion" means quitting of service without permission or remaining absent from duty for a maximum period of fifteen days without permission or remaining absent from duty in continuation of approved absence from duty for a maximum period of fifteen days without further permission.

1.19.1 Penalties:

There shall be two kinds of penalties which may be imposed under these rules, namely, minor penalties and major penalties.

a) **Minor penalties:**

- i) Censure (Reprimand)
- ii) Withholding, for a specified period or periods, of promotion or of increment(s).
- iii) Recovery from pay, gratuity and/or provident fund of the whole or any part of any pecuniary loss caused to the Company by negligence or breach of orders.

b) **Major penalties:**

- i) Reduction to a lower post
- ii) Compulsory retirement
- iii) Removal from service
- iv) Dismissal from service.

c) **Penalties may be imposed as follows:**

- i) For inefficiency any penalty other than dismissal
- ii) For misconduct, any penalty
- iv) For desertion, any penalty
- v) For subversion, any major penalty except reduction to a lower post or category.

d) No authority subordinate to that by which an employee was appointed shall be competent to impose on him any major penalty.

e) Removal or dismissal from service under these rules does not include discharge of a person:

- i) Appointed on probation, during the period of probation, in accordance with terms of his probation.
- ii) Appointed to hold a temporary post, otherwise than under a contract, on the expiry of the period of appointment.
- iii) Engaged under a contract, in accordance with the term of contract.

1.19.2 Suspension

- i) An employee proceeded against under these rules may be placed under suspension, if in the opinion of the competent Authority, suspension is necessary provided that the competent Authority, if it considers it more expedient, instead of suspension by order require the employee to proceed on such leave as may be admissible to him from such date as specified in the order.

- ii) On completion of the proceedings, if the employee is found not guilty, or if the employee is found guilty and awarded minor penalties, and as such reinstall the period of suspension or leave shall be treated as period spent on duty. If the employee is found guilty and awarded any major penalty, the competent authority shall take decision on the period of suspension spent by the employee & state that along with the order awarding penalty.
- iii) In case of failure of the competent Authority to take decision within one hundred and fifty working days from the date of communicating the charges under these rules or from the date an employee is placed under suspension whichever is earlier, the employee shall stand acquitted of the charges brought against him.

1.19.3 Compensation of employees compulsorily retired, removed, dismissed:

- i) In case of compulsory retirement, the employee will get all benefits admissible to him if he had been discharged on account of abolition of post.
- ii) In case of removal or dismissal an employee is not entitled to any compensation, gratuity or Company's contribution to Provident Fund.

1.19.4 Appeal:

- i) An employee may appeal against any order imposing upon him any penalty heavier than that of censure or altering, varying or denying to his disadvantage his pay, allowance or rank, within fifteen working days from the receipt of such order.
- ii) The appeal shall be addressed to the Appellate Authority, the Chairman of the Board and shall contain all material statements and arguments on which the appellant relies and shall be complete in itself.
- iii) All appeals shall be submitted through the Officer under whose control and supervision, the employee serves or served last.
- iv) The Authority which made the order appealed against shall forward the appeal to the Appellate Authority together with his comments and records of proceedings.
- v) The appellate Authority shall consider all the relevant materials and circumstances concerning the appeal and shall pass his order which shall be communicated to the appealing employee within forty five working days from the day of the submission of appeal by the applicant.

1.20 Scale of Pay:

- 1) The Board of Directors shall determine from time to time the scales of pay of the employee of the company.
- 2) The confirmed employee of different categories shall, subject to such modification as may be made by the competent Authority from time to time, be paid in the scales of pay determined in accordance with rules herein above.

1.21 Other benefits & allowances:

An employee shall be entitled to the following benefits of service namely:

- i) House Rent/Accommodation
- ii) Medical Allowance
- iii) Conveyance Allowance
- iv) Gratuity
- v) Bonus
- vi) Provident Fund
- vii) Personal Accident/Death Policy
- viii) Entertainment Allowance
- ix) Retirements Benefits
- x) Corporate allowance.
- xi) House maintenance Allowances

1.22.0 Bonus:

- a) No employee can claim bonus as a matter of right and an employee who has not put in at least 6 (six) month's continued service shall not be entitled to receive any bonus.
- b) An employee who has joined the Company before Eid and has immediately before it put in continuous services in another company which coupled with the latter make 6 months shall be entitled to festival bonus unless he has not enjoyed it under his previous employer.
- c) A marketing employee will be entitled to bonus amount determined by the average of 12 months net collection immediately before the festival. If his service period is less than a year he will have it proportionately. This will be applicable in respect of Marketing Officers having specific scales. As regards the officers on percentage basis the management will decide on the basis of realities obtaining at the moment.

1.22.1 Festival Bonus:

Festival bonus, equivalent to one month basic pay of an officer/employee shall be disbursed as and when allowed.

1.22.2 Incentive Bonus:

An employee shall be entitled to Incentive Bonus (if there is profit during the year) the amount of which shall be decided by the CEO/Managing Director depending upon the annual operational result of the company.

1.23 Gratuity

An employee shall be entitled to one month's gross pay as gratuity for each completed year of service, provided

- i) He has completed minimum three years of continuous service with the company.
- ii) He has not been terminated on disciplinary ground.
- iii) Dies during the continuation of service with the company.
- iv) The total length of service shall for the purpose of calculation of gratuity be reckoned from the date of his joining a post in the service of the company.
- v) The last basic pay drawn by an employee shall be the basis for calculation of gratuity.
- vi) All dues to the company or to any of its units shall be recoverable from the amount of gratuity before payment.
- vii) In the event of death during his service with the company the amount of gratuity shall be payable to the person nominated by him in a prescribed form (Annexure-4) in writing already lodged with the company, otherwise to his legal heirs.

1.24 Provident Fund

The company shall maintain the Provident Fund scheme (hereafter called the fund) established by the Board. The fund will be run by contributions made partly by the members and partly by the company in accordance with the provisions of the rules made by the company. The Board of Trustees constituted will be in-charge of the operation of the fund.

1.25 Personal & group accident/death policy:

Subject to the provisions of the rules, in the event of the death of an employee of the Company occurring by whatsoever cause, during the continuance of his employment, the Company shall pay to the nominee of the deceased employee a sum shown as below:

<u>DESINAGION</u>	<u>AMOUNT(TK)</u>
Managing Director	1,000,000
Additional Managing Director	900,000
Deputy Managing Director	800,000
Assistant Managing Director	700,000
General Manager	600,000
Dy General Manager	500,000
Asstt. General Manager	400,000
Sr. Manager /Company Secretary	300,000
Manager	300,000
Dy. Manager	250,000
Asstt. Manager	250,000
Sr. Officer	200,000
Officer	200,000
Officer Grade-1	150,000
Officer Grade-2	150,000
Probationer/Trainee Officer	150,000
Office Asstt/ Receptionist /Computer Operator/ Typist...	150,000
Driver	100,000
Messenger / Peon	100,000
Guard/Gate-man/Cleaner/Others	100,000

1.26. Transport policy:

Vehicles may/will be provided as per decision of the Management. Transport loan facility will be available as per the practice available in the Insurance Industry.

1.27. Fixation of pay:

The pay of an employee on appointment to a category shall be fixed at the initial stage of scale of pay of that category unless otherwise directed by the competent Authority. On promotion from one category to another, the pay of an employee shall be initially fixed at the stage in the scale of pay in higher category which is next above his pay in the lower category provided that a minimum financial benefit equivalent of one increment in the higher scale is attained by the concerned employee.

1.28. Increment:

- i) Every confirmed desk employee will be entitled to an increment in his scale of pay on satisfactory completion of 12 months service in a scale, if not held up by an order of the competent Authority, Provided the competent Authority may grant any number of increments to an employee in his scale of pay. An increment/increments thus given will be followed by all usual allowances admissible in the scale. A marketing officer also will have an increment on expiry of a year subject to 100% achievement of target.
- ii) The annual increment in the scale of pay of an employee shall subject to his service being satisfactory, be due on the day of anniversary of service in the category.
- iii) The annual increment shall be released on the specific order of the competent Authority.

With held increment when reconsidered and granted, shall normally be effected from the date of the period for which the same was due to him.

1.29 Traveling & Daily Allowances:

Traveling Allowance (T/A) and Daily Allowance (D/A) shall be admissible to the employees incase of their journey on transfer or for official work authorized by the Competent Authority.

2.0 General Responsibilities

Responsible for performing a variety of accounts department, as well as with other departments; reporting pertinent information to the immediate supervisor; responding to inquiries or requests for information.

2.1 Specific Responsibilities

1) Performs a variety of duties to support the accounts department of the office of which the following are illustrative:

- Completes the documentation and performs point-of-sale processing on all types of accounts related task.
- To Prepare Monthly Business Statement.
- To prepare Directors Business Activity Report.
- To prepare Quarterly Business statement.
- Prepare and maintain Voucher, Cash Book, Ledger, Receive & Payment, Accounts.
- Serves as a member of the office accounts team.
- Assists with facility management as needed, including security, opening, and closing procedures.
- Performs other related duties as assigned by my on-site supervisor.

2.2 Ancillary Duties

Performs tasks which are supportive in nature to the essential functions of the job, but which may be altered or re-designed depending upon individual circumstances.

2.3 Critical Observations

During my intern period, I found some problem. Firstly, some departments has employee shortage that's why they face high workload but the remuneration is same to other departments employees. The employees sometimes feel dissatisfaction for that. Department to department has lack of co-ordination that's why sometimes complexity appeared .

3.0 Origin of the report

The report has been prepared as a fulfillment of the partial requirement of the internship program as authorized by BRAC Business School, BRAC University. The primary goal of the internship prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. Students are placed in enterprises, organizations, research institutions as well as development projects. The program covers an overall period of approximate 12 weeks of organizational attachment, with report finalization work.

3.1 Area of the Study

The sample area of this study report is Head Office of Standard Insurance Limited where encompassed physical visit, worked with official staff and reviewed their service rules. This study report based on the secondary data. This report study based on the rules and regulations of insurance company and its activities of HRM. The study focuses on the employee appraisal procedure of the general insurance company. It gives me an opportunity to gather experience by working in the practical arena with my limited theoretical knowledge and expertise.

3.2 Duration of the Study

The duration of my study was exactly three month that starts from 01 September 2015 and ended 30 November 2015. During this period I served as an Executive Officer for Standard Insurance Limited.

3.3 Objective of the report:

The objective of the report can be viewed in two forms:

- Broad Objective
 - Broad Objective
 - Specific Objective
- **Broad objective of the report is:**
 - ❖ To fulfill the partial requirement of the internship program as a full credit subject of the MBA program.
 - ❖ To be accustom with the management policy or process of Insurance Company in Bangladesh.
 - ❖ To get an overall idea about the Human Resource Policy of Standard Insurance Ltd.
- **Specific Objective:**
 - ❖ To provide a brief overview of Standard Insurance Limited and their historical background.
 - ❖ To know the product and services of General Insurance company and those description.
 - ❖ To know the HR practice in Standard Insurance company where described the Planning Employee Needs, Conducting Job Analysis, Recruiting and Selecting Job Candidate, Orienting and Training New Employees, Managing Wages and Salaries, Providing Incentives and Benefits, Appraising Performance, Training and Developing.
 - ❖ To find out the employee satisfaction level in Standard Insurance Limited.
 - ❖ To make an remarkable recommendations and conclusion.

3.4 Limitations of the study

Insurance is, in fact a huge operation and it is quite impossible to cope up all the activities during internship period. For that reason, limitations prevail while conducting the study. The basic limitations faced in preparing the report were:

- ❖ The main constraint of the study was insufficiency of current information, relevant to the study. Consolidated data related to the study were not available.
- ❖ The insurance policy of not disclosing some data and information for obvious reasons, which would have been very much useful for the report.
- ❖ Staff are always busy, so it was difficult to collect all the information I need.
- ❖ Sometimes it was difficult to collect data from their files, because important files are kept safety locker.
- ❖ It is difficult to make information based a rice report in a short time period.

3.5.0 Methodology of the Study

Methods followed to perform a job or conducting activities to complete a task is called methodology. In conducting this report the following methodology was adopted in data & information, preparation of reports etc. The report is mainly based on both primary and secondary data.

3.5.1 Source of Data

Data collection is very important in preparing a report. In order to make the report more and meaningful I have used two types of sources. These are -

A) Primary Source

These are those, which are collected for this specific report and which are afresh in nature, were not used before and need to be processed. Primary sources are –

- ❖ Information from Officer, Senior Officer and Managers of SIL.
- ❖ Practical work exposure achieved from different desks.
- ❖ Employee satisfaction survey.
- ❖ Knowledge gathered from practical workings

B) Secondary Sources:

I have collected for some other different purpose rather than this and which have passed through the statistical process. Secondary sources are the following -

- ❖ Annual Reports of SIL.
- ❖ Various publications of SIL.
- ❖ SIL Web sites

3.5.2 Methods of Data Analysis:

The report used both the qualitative and quantitative approaches to analyze data. The quantitative approach includes different statistical tables and graphs. Some other techniques are used to analyze the report as follows-

- ❖ Tabular Analysis
- ❖ Graphical Presentation

3.6 Project Summary

Employees are the most important part of any organization and employee satisfaction is the only thing to get high production and to make more profit. Insurance is a service organization, here it is mandatory to satisfy its customers, it will be difficult if the employees of the organization is unsatisfied. SIL is a domestic organization with a very good reputation. It's always tried to provide better facilities to its employee. But it is not possible to any one or any organization to satisfy the entire group. If Standard Insurance provide best facilities to its employees, there will be some people who will be not satisfied at all. Not only that, satisfaction level might be differ from person to person. In my working period I observe that one employees choice, opinion and feelings about company are different from other, satisfaction level is also vary from others. To run business successfully, every organization must measured its employee's satisfaction level. To measure this satisfaction level, I asked some fixed question to 20 different employees who worked in Head Office (Sample Questioner is attaching in appendix). I divided my questioner in some criteria, like satisfaction about the Management, Training and development, Remuneration etc. I choose randomly my samples for my survey. After completing my survey, I analyzed those data by using graph and have found a result.

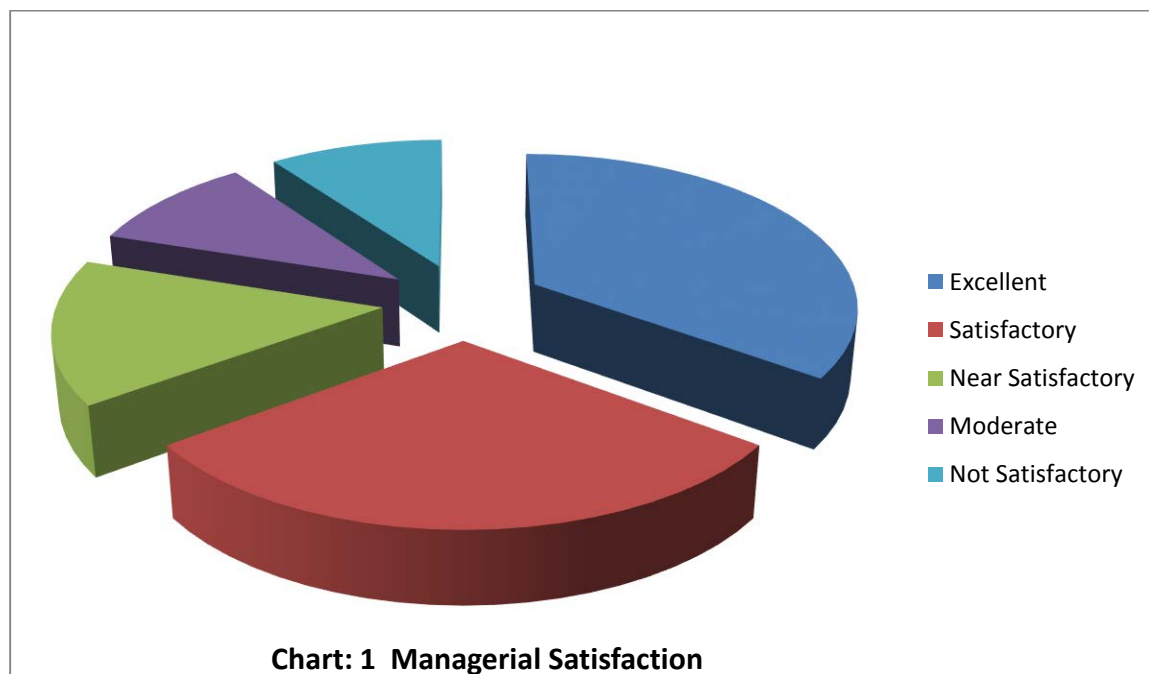
3.7 Managerial Satisfaction:

For knowing the leadership skills of management and professional skills of supervisors, leadership skills of the Director, transparency in the work of the Expert Body, ability of the Expert Body to adapt to changes in society I asked the employee of SIL “Are you satisfied with the management skill of your senior ?”

Table # 1: Satisfaction about management

Factors	Responses	Percentage of Responses	Rating
Excellent	7	35%	5
Satisfactory	6	30%	4
Near Satisfactory	3	15%	3
Moderate	2	10%	2
Not Satisfactory	2	10%	1

Table # 1 demonstrates that about 35% of the employee are highly satisfied with the management skill and satisfactory near satisfactory is about 45%. Not all satisfied persons are about 20% of the surveyed employee. The graphical representation of the above information are given below-



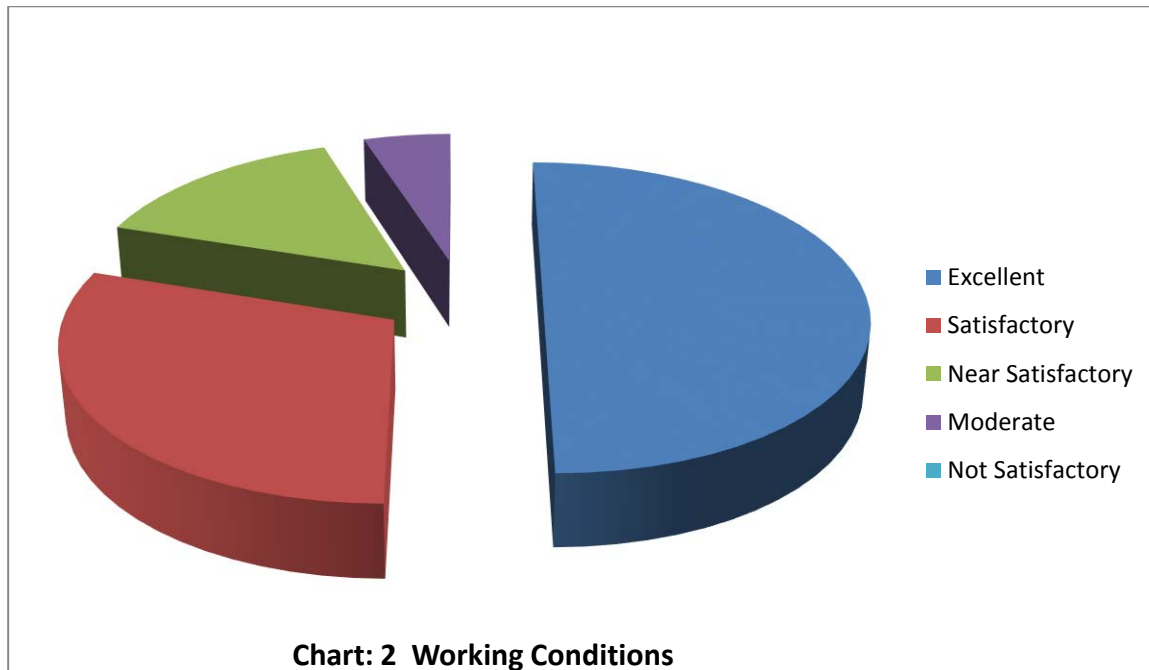
3.7 Working Conditions

To know the access to equipment necessary for performing tasks, the current maintenance of the building, the hygiene maintenance in the office I asked the employee “How satisfied are you physical working conditions as a whole ?

Table # 2: Working Conditions

Factors	Responses	Percentage of Responses	Rating
Excellent	10	50%	5
Satisfactory	6	30%	4
Near Satisfactory	3	15%	3
Moderate	1	5%	2
Not Satisfactory	0	0%	1

Table # 2 demonstrates that about 50% of the employee are highly satisfied with the current working conditions and satisfactory near satisfactory is about 45%. Not all satisfied persons are about 5%. It shows that the employees are satisfied with their present working environment. The graphical representation of the above information are given below-



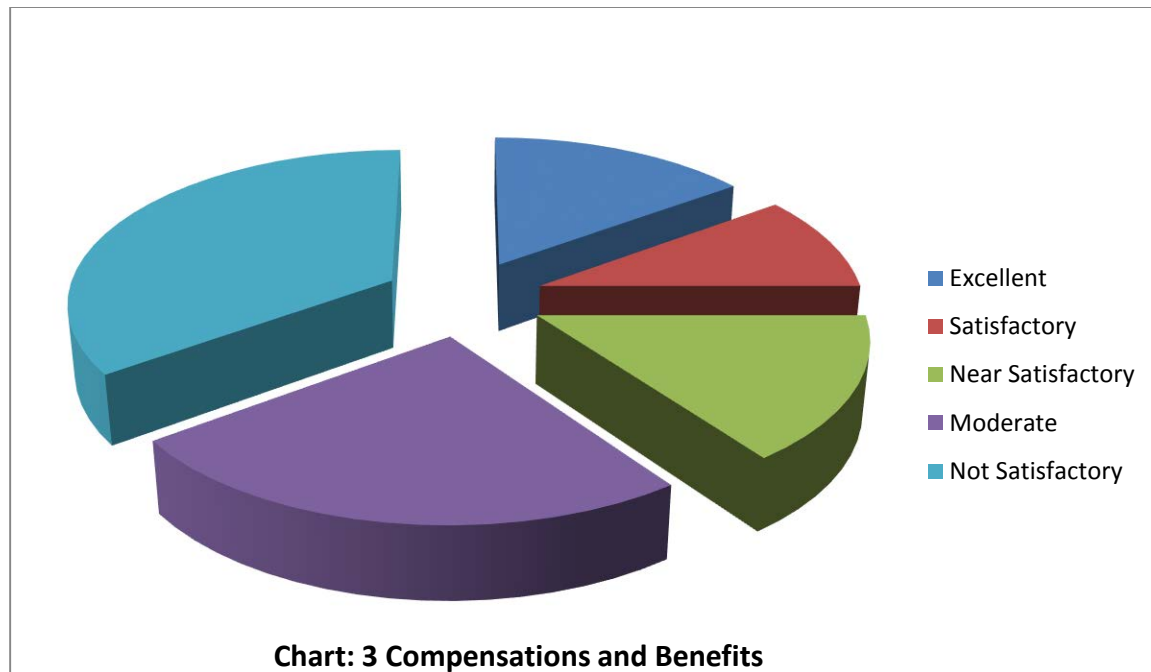
3.8 Compensations and Benefits

To know the compensations and benefits compared to the work perform and compare to other comparable groups I asked “How satisfied are you with the current compensation and benefits ?”

Table # 3: Compensations and Benefits

Factors	Responses	Percentage of Responses	Rating
Excellent	3	15%	5
Satisfactory	2	10%	4
Near Satisfactory	3	15%	3
Moderate	5	25%	2
Not Satisfactory	7	35%	1

Table # 3 demonstrates that about 35% of the employee are not satisfied with the compensations and benefits and moderate is about 25%. It shows that the employees are not satisfied with their present compensations and benefits compared to the industry. The graphical representation of the above information are given below-



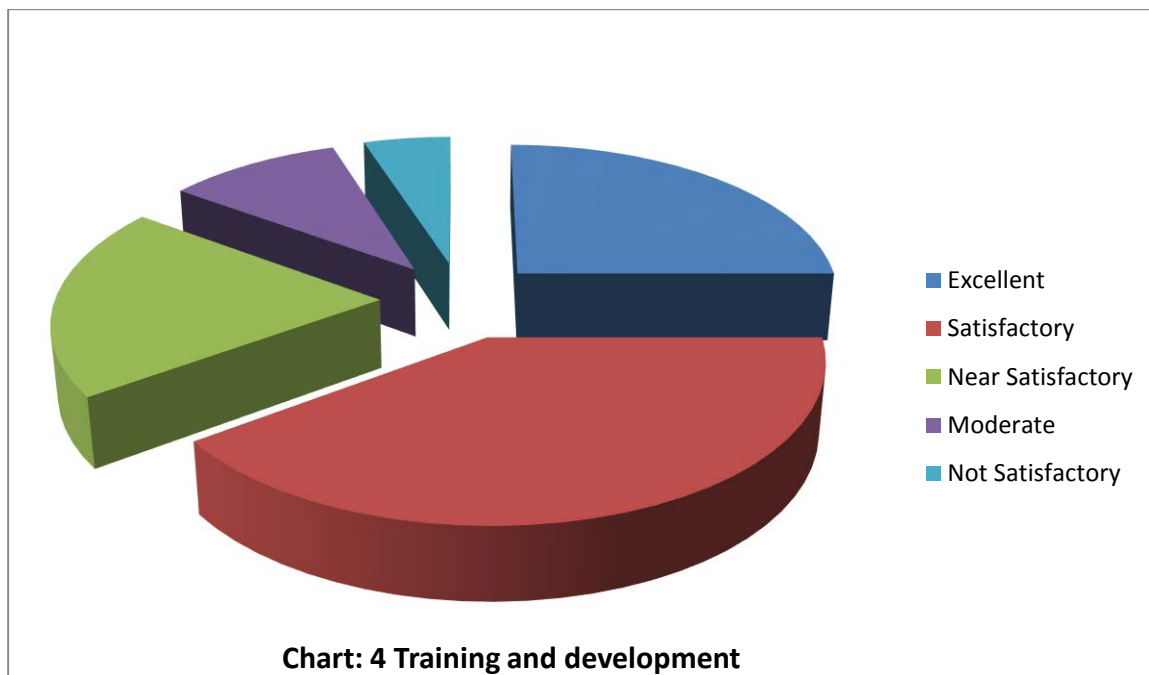
3.9 Training and Development:

I asked the employee “How satisfied are you with the training opportunities in SIL ?” to know the work efficiency and career development of the employee.

Table # 4: Training and Development

Factors	Responses	Percentage of Responses	Rating
Excellent	5	25%	5
Satisfactory	8	40%	4
Near Satisfactory	4	20%	3
Moderate	2	10%	2
Not Satisfactory	1	5%	1

Table # 4 demonstrates that about 40% of the employee are in satisfactory level with the training opportunities provided by the organization. About 5% are not agree with that. It shows that the employees are satisfied and developing their career with their institutional training . The graphical representation of the above information are given below-



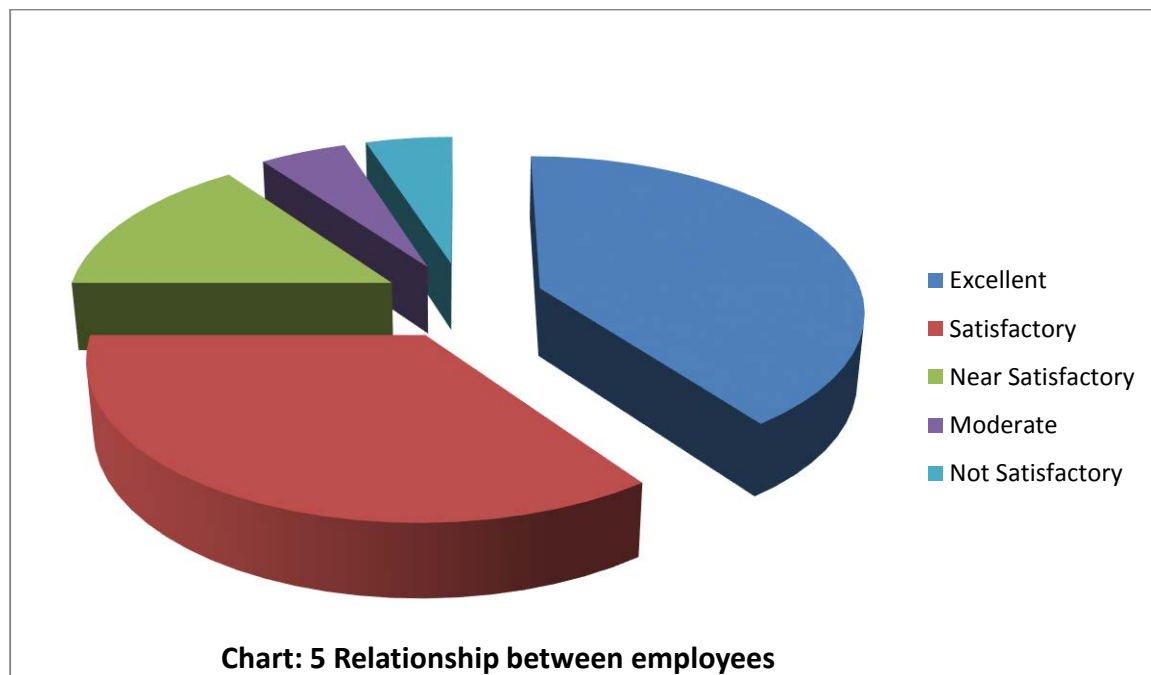
3.10 Relationship between employees

To know the involvement of people with other competencies, respect from co-workers, possibilities to receive assistance from co-workers, team work I asked “How satisfied are you with the relationship between employees in general ?”

Table # 5: Relationship between employees

Factors	Responses	Percentage of Responses	Rating
Excellent	8	40%	5
Satisfactory	7	35%	4
Near Satisfactory	3	15%	3
Moderate	1	5%	2
Not Satisfactory	1	5%	1

Table # 5 demonstrates that about 40% of the employee are highly satisfied with their employee relationship. About 5% are not agree with that. It represent that the employees are satisfied with their co workers and they are team work is good. The graphical representation of the above information are given below-



3.11 Result and Discussion:

Employee satisfaction is closely linked with the company's profitability and service quality. Employees have been traditionally viewed as assets to the enterprise, whose value is enhanced by further learning and development. As a student of MBA I got the opportunity for doing the internship program with Standard Insurance, Head Office. In the period of my internship I observed the employee and management relationship and talked with them to know their views about the company HR policy. At Standard Insurance the main policies rules, regulation decisions are taken by the Top management. Executives just have to note down the points and elaborate them for policies. They are not allowed to participate in the decision making session. Turnover rate at Standard Insurance is very high especially for last few years. Less qualified workers are staying in the organization and productive and qualified workers are leaving for better opportunities and this is creating huge problem in the overall work process at Standard Insurance.

The following recommendations are suggested for the improvement of HR activity in Standard Insurance.

- ✓ HR should be considering as the tactical factor which resist managerial leadership activity on possible areas. The company has no HR departments. Therefore to get the job done successfully it is very much needed that a HR department should developed to closely supervised and efficiently controlled the human resource.
- ✓ Management can largely depend on the group or team of company to establishes their own goals and decide the activities those are needed to achieve these goals, to identify their own problems and solve the problem. Because employee is self motivated, self trained, self disciplined and controlled.
- ✓ To sustain in the edge of globalization and highly competitive market and make the Insurance industry competitive, fixed rate or tariff rate should be free from the restrictions of Central Rating Committee on Insurance business and more policies should be updated simultaneously
- ✓ The Company should offer some trainings regarding top-level management for developing the corporate type of strategy.
- ✓ For the pay component of compensation program to be appropriate, wages, and salaries must be equitable compare to the other firm within the industry. The employee satisfaction statistics shows that the compensation program of the company is dissatisfactory. They should emphasize on this matter.
- ✓ An atmosphere of confidence and trust should be developed so that the supervisor and the employee may discuss matters frankly and offer suggestion, which may be beneficial for the organization and the employee. This shall reduce biases.
- ✓ Department to department co-ordination is no satisfactory, The Company should improve department to department co-ordination. The Company should fill up the vacant position to remove pressure from single employees or departments.

3.12 Conclusions:

Human resource management draws on many sources for its theories and practices. Sociologists, psychologists and management theorists, especially, have contributed a constant stream of new and reworked ideas. They offer theoretical insights and practical assistance in areas of people management such as recruitment and selection, performance measurement, team composition and organizational design. Many of their concepts have been integrated into broader approaches which have contributed to management thinking in various periods and ultimately the development of HRM.

Insurance business is totally different from other businesses. Insurers do not sell product but they sell promise to pay or reimburse on future date for a named contingency Insurance fund is a pool to which the members of the insuring public contribute by way of premium and from which the losses suffered by a few are indemnified. As a result of this it differs from other business organizations in various respects including determination of profit, assessment of solvency, etc. Insurance company need more skilled manpower. To improve this industry effective implementation of HR policy is very much needed.

Therefore, from this study of insurance company can get the indications on which of the issues they have to pay more attention to do the HR activity and to compare the modern HR policy in Insurance Industry of Bangladesh.

3.13 References:

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- Service Rules of Standard Insurance Ltd. (2001).
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- Standard Insurance Ltd Web Site: (<http://www.standardinsurance.com.bd>)
- Wikipedia encyclopedia (www.wiki.org)
- Wiki how: (www.wikihow.com/Write-a-Research-Paper)

Appendix

EMPLOYEE SATISFACTION QUESTIONNAIRE

We appreciate you taking the time to complete this questionnaire. Please circle the numbers you think are most appropriate and return the form.

A. Are you satisfied with the management skill of your senior ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

B. How satisfied are you physical working conditions as a whole ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

C. How satisfied are you with the relationship between employees in general ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

D. How satisfied are you with the current compensation and benefits ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

E. How satisfied are you with the training opportunities in SIL ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

F. How satisfied are you with the performance appraisal of SIL ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

G. What is your opinion regarding the trust among employees in general ?

Level of Satisfaction	
5	Excellent
4	Satisfactory
3	Near Satisfactory
2	Moderate
1	Not Satisfactory

Your honest evaluation is most important. **Thank you** for taking the time to share your thoughts with me.

GENERAL INFORMATION ABOUT YOURSELF

Gender: ☐ Male ☐ Female

Department:

Age:

- ☐ Less than 35
- ☐ Between 36-45 years old
- ☐ Between 46-60 years old
- ☐ Over 60 years old

How long have you worked at the State Statistical Office?

- Less than 1 year
- 1 - 5 years
- 5 - 15 years
- 15 - 25 years
- More than 25 years